Organizational Structure

President Neeli Bendapudi
Serves as an ex-officio co-leader of each of the goal areas

Executive Committee
President Bendapudi and the five leads of each of the goal areas

Steering Committee
President Bendapudi and the five leads and ten co-leads of each of the goal areas

Goal Framework Workgroups
Each workgroup consists of no more than 25 appointed members from across the University.

Goal Framework Subgroups
Subgroups may form in some of the groups to advance the work of the goal area. These subgroups will range in size (may have membership above 25), composition, duration, and other factors depending on needs.

Goal Framework Workgroup Members

Goal 1: Enhance student success

Lead: Justin Schwartz, executive vice president and provost

Co-leads:
- David M. Callejo Pérez, interim vice president for Commonwealth Campuses
- Andrea Dowhower, interim vice president for Student Affairs

Members:
- Jeff Adams (Undergraduate Education)
- Sarah Ades (The Graduate School)
- Penny Carlson (Office of the Vice President for Commonwealth Campuses)
- Adam Christensen (Student Affairs)
- Paul Clifford (Penn State Alumni Association; Development and Alumni Relations)
Goal 2: Grow interdisciplinary research excellence

Lead: Andrew Read, interim senior vice president for Research

Co-leads:
- Kevin Black, interim dean for the College of Medicine
- Justin Schwartz, executive vice president and provost

Members:
- Jared Ali (College of Agricultural Sciences; Center for Chemical Ecology)
- Daniel Allen (College of Agricultural Sciences)
- Scott Bennett (College of the Liberal Arts)
- Seth Bordenstein (Eberly College of Sciences; Microbiome Center)
- Richard (Rick) Brazier (Office of the Vice President for Commonwealth Campuses; University College)
- William A. Calo (College of Medicine)
- Micah Clark (Applied Research Laboratory; College of Information Sciences and Technology)
- Nikki Crowley (Eberly College of Sciences; Huck Institutes of the Life Sciences)
- Ismaila Dabo (College of Earth and Mineral Sciences)
- Eric T. Donnell (College of Engineering)
- Deborah Ehrenthal (College of Health and Human Development; Social Science Research Institute)
- Lindsay Fernández-Rhodes (College of Health and Human Development)
- Deb Kelly (College of Engineering; Huck Institutes of the Life Sciences)
- Jennifer Kraschnewski (Clinical and Translational Science Institute; Penn State Health; College of Medicine)
- Sinfree Makoni (College of the Liberal Arts; African Studies Program)
- Niki Lynn Page (College of Health and Human Development)
- Leslie J. Parent (College of Medicine)
- Alicyn M. Rhoades (Penn State Behrend)
- Josh Robinson (College of Earth and Mineral Sciences)
- Phillip Savage (Office of the Senior Vice President for Research; College of Engineering)
- Maria T. Spencer (College of Agricultural Sciences)
- Susan Trolier-McKinsty (College of Earth and Mineral Sciences)
- Geanie Umberger (Office of the Senior Vice President for Research)
- Ruth Weber (Office of the Senior Vice President for Research)
Goal 3: Increase land-grant impact

Lead: Larry Terry, vice president for Outreach

Co-leads:
- Zack Moore, vice president for Government and Community Relations
- Rachel Pell, vice president for Strategic Communications

Members:
- Rick Ayers (Smeal College of Business)
- Tom Bartnik (Penn State Outreach)
- Katherine Cason (Penn State Extension)
- Kevin Curry (College of the Agricultural Sciences)
- James Delattre (Office of the Senior Vice President for Research)
- James Doyle (College of the Liberal Arts)
- Lara Fowler (Penn State Sustainability Institute)
- Sita Frederick (Center for the Performing Arts)
- Paul Frisch (Penn State Scranton)
- Stephanie Gresh (Penn State Wilkes-Barre)
- Durell Johnson (Penn State Scranton)
- Jennifer Kraschnewski (Clinical and Translational Science Institute; Penn State Health; College of Medicine)
- Soundar Kumara (College of Engineering)
- Justin McDaniel (Office of Strategic Communications)
- Daniel Newhart (Office of Planning, Assessment and Institutional Research)
- Tina Richardson (Penn State Lehigh Valley)
- Richard Smith (Penn State Outreach)
- Kevin Snider (Penn State New Kensington)
- Mike Stefan (Office of Government and Community Relations)
- Glenn Sterner (Penn State Abington)
- Andrea Tessier (Penn State Lehigh Valley)
- Patton Vo (Penn State Brandywine)
- Erin Wachter (Office of Government and Community Relations)
- Terry Watson (Penn State Outreach)
- Jimi Werner (Office of Government and Community Relations)

Goal 4: Foster diversity, equity, inclusion and belonging

Lead: Marcus Whitehurst, vice provost for Educational Equity

Co-leads:
- Pat Kraft, vice president for Intercollegiate Athletics/director of athletics
- Jennifer Wilkes, vice president for Human Resources

Members:
- Jamie Campbell (Smeal College of Business)
- Stephen Carpenter (College of Arts and Architecture)
- Ron Darbeau (Penn State Altoona)
- Marinda Harrell-Levy (Penn State Brandywine)
– Christy Helms (Human Resources)
– Tamla Lewis (Office of General Counsel)
– Brian Patchcoski (Student Affairs)
– Brandi Stuart (Intercollegiate Athletics)
– Barbara Welshofer (Office of Educational Equity)

**Goal 5: Transform Penn State’s internal operations**

**Lead:** Michael Wade Smith, senior vice president and chief of staff

**Co-leads:**
– Kathy Bieschke, vice provost for faculty affairs (co-lead)
– Sara Thorndike, senior vice president for Finance and Business/treasurer (co-lead)

**Members:**
– Jeremy Bean (Organizational Excellence and Change Management)
– Holly Cline (Office of General Counsel)
– Terra Ingram (College of Agricultural Sciences; SAFES Institute; University Staff Advisory Council)
– Amanda Jones (Human Resources)
– Patrick Jones (Penn State Schuylkill)
– Clarence Lang (College of the Liberal Arts)
– Daniel Newhart (Office of Planning, Assessment and Institutional Research)
– Tabitha Oman (Office of Ethics and Compliance)
– Bill Raab (Office of Risk Management)
– Beth Seymour (Penn State Altoona)